

Message Text

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TO AMEMBASSY SANTO DOMINGO

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FI CHANNEL FOR AMBASSADOR FROM GROVE

E.O. 11652: N/A

TAGS: ASIG

SUBJECT: OER FOR THOMAS N. MCCLURE

1. IN ORDER TO MEET DEADLINES, I AM SENDING YOU THE TEXT OF THE OER I HAVE PREPARED ON TOM MCCLURE FOR YOU TO CONSULT IN WRITING THE REVIEWING STATEMENT. IF YOU HAVE NO OBJECTION TO THIS PROCEDURE, I SUGGEST YOU SEND ME THE TEXT OF THE REVIEWING STATEMENT IN THE FI CHANNEL, WHICH WE WILL THEN TYPE IN S/IG AND I WILL SIGN ON YOUR BEHALF.

2. BEGIN TEXT.

I. WORK REQUIREMENTS

A. OFFICER'S JOB - STATE BRIEFLY WHERE THE POSITION FITS IN THE STAFFING PATTERN AND THE NUMBER AND TYPE OF PERSONNEL SUPERVISED BY THE OFFICER.

MR. MCCLURE IS AN INSPECTOR IN THE OFFICE OF THE INSPECTOR
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GENERAL. HE PARTICIPATES AS A MEMBER OF A TEAM INSPECTING OVERSEAS POSTS AS WELL AS DEPARTMENT OF STATE OPERATIONS, USUALLY UNDER THE GENERAL DIRECTION OF AN FSO-1 SENIOR INSPECTOR. HE IS EXPECTED TO CARRY A FAIR SHARE OF THE WORKLOAD WITH EMPHASIS ON THE ADMINISTRATIVE FUNCTION. HE MAY BE CALLED UPON TO WORK WITH MINIMAL SUPERVISION ON AUDITS OF GRANTS AND CONTRACTS AWARDED BY THE DEPARTMENT.

B. WORK REQUIREMENTS, GOALS AND PRIORITIES - INDICATE THE SPECIFIC RESPONSIBILITIES AND GOALS, IN PRIORITY ORDER, FORMULATED BY THE SUPERVISOR AND RATED OFFICER.

COR INSPECTION OF MEXICO (ARA/MEX) 5/19/77-8/12/77

1. INSPECT AND EVALUATE THE ADMINISTRATIVE POLICIES, PROCEDURES, AND CONTROLS AT EMBASSY MEXICO CITY, CONSULATES GENERAL MONTERREY AND CUIDAD JUAREZ AND CONSULATES MATAMOROS AND NUEVO LAREDO.
2. PREPARE IER'S AT THE EMBASSY, CONSULATE GENERAL CUIDAD JUAREZ AND CONSULATES MATAMOROS AND NUEVO LAREDO.
3. PRINCIPAL EDITOR FOR FINAL REPORT.

BUREAU OF CONSULAR AFFAIRS (CA) 9/1/77-12/16/77

1. INSPECT AND EVALUATE THE OPERATIONS OF THE LEGAL DIVISION AND PERSONNEL BRANCH OF THE PASSPORT OFFICE TO DETERMINE THE EFFECTIVENESS, EFFICIENCY, AND ECONOMICAL USE OF RESOURCES.
2. INSPECT PASSPORT AGENCIES IN CHICAGO, BOSTON AND NEW YORK.
3. PREPARE EVALUATION MEMORANDA ON THE LEGAL DIVISION AND PERSONNEL BRANCH RECOMMENDING STRUCTURAL, ORGANIZATIONAL, AND PROGRAM CHANGES WITHIN THE PASSPORT OFFICE.
4. REDRAFT (INCLUDING SUPERVISING A FELLOW INSPECTOR) ANOTHER MEMORANDA INTO A MORE READABLE AND ACCEPTABLE UNCLASSIFIED

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REPORT.

5. SUPERVISE FINAL EDITING OF THE CA EVALUATION REPORT; INCLUDING THAT PORTION TRANSMITTED TO THE US CONGRESS.

COR INSPECTION OF SPAIN AND PORTUGAL (EUR/WE) 1/16/78-4/15/78)

1. REVIEW THE ADMINISTRATIVE POLICIES, PROCEDURES, AND CONTROLS AT EMBASSIES MADRID AND LISBON, AND CONSULAR POSTS AT SEVILLE, BILBAO, AND OPORTO SO AS TO DETERMINE THE EFFECTIVENESS OF ADMINISTRATIVE OPERATIONS.
2. ASSIST OTHER INSPECTORS IN REVIEWING AND EVALUATING CONSULAR OPERATIONS IN THE ABOVE LISTED POSTS.
3. PARTICIPATE AS A TEAM MEMBER IN PLANNING THE INSPECTION, REACHING ITS FINDINGS, AND PREPARING THE FINAL REPORT.

A STATEMENT LISTING THE ABOVE RESPONSIBILITIES AND GOALS WAS SIGNED BY RATING, RATED AND REVIEWING OFFICERS ON 1/26/78 AND IS ON FILE AT THE POST OR OFFICE.

C. SPECIAL CIRCUMSTANCES INFLUENCING THE WORK PROGRAM.

THE PRECEDING STATEMENT OF WORK REQUIREMENTS SHOWS THE

GREAT DIVERSITY OF MR. MCCLURE'S RESPONSIBILITIES DURING THE RATING PERIOD. WITHIN THE DEPARTMENT HE UNDERTOOK A COMPLICATED AND HIGHLY SPECIALIZED ASSIGNMENT IN THE CONTEXT OF S/IG'S INSPECTION OF THE BUREAU OF CONSULAR AFFAIRS. HE ALSO TRAVELED IN MEXICO, SPAIN, AND PORTUGAL TO CONDUCT INSPECTIONS OF EMBASSY AND CONSTITUENT POST OPERATIONS IN THESE COUNTRIES. FEW ASSIGNMENTS IN THE DEPARTMENT EXPOSE AN OFFICER TO SUCH DIVERSITY OF EXPERIENCE AND RANGE OF GEOGRAPHIC ASSIGNMENTS.

THE FOLLOWING REPORT ATTEMPTS TO TAKE INTO ACCOUNT EVALUATIONS MADE BY OTHER INSPECTORS OF MR. MCCLURE'S WORK ON CONSULAR AFFAIRS AND THE INSPECTION IN MEXICO.

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II. STATEMENT BY RATED OFFICER - YOU SHOULD HERE GIVE YOUR VIEWS ON YOUR MOST SIGNIFICANT ACHIEVEMENT DURING THE RATING PERIOD, ON ANY SPECIAL PROBLEMS ENCOUNTERED AND ANY ASPECT OF THE WORK ENVIRONMENT OR WORK PERFORMANCE YOU CARE TO DISCUSS.

IN THIS MY SECOND YEAR AS AN INSPECTOR MY MOST SIGNIFICANT ACHIEVEMENTS WERE: (1) DELAYING AND EVENTUALLY CANCELLING A CONSTRUCTION CONTRACT FOR AN OFFICE BUILDING IN CIUDAD JUAREZ WHICH RESULTED IN THE ACQUISITION OF A MORE SUITABLE LOCATION AND SELECTION OF A MORE RELIABLE CONTRACTOR; (2) DEVELOPING AN OER PROCESSING SYSTEM FOR THE MISSION IN MEXICO WHICH WILL RESULT IN A MORE TIMELY SUBMISSION OF OER'S; AND (3) PROPOSING A REORGANIZATION PLAN FOR THE PASSPORT OFFICE (PPT) WHICH WILL "FREE" ABOUT 80 POSITIONS FOR USE ELSEWHERE IN CA AND AT THE SAME TIME WILL NOT DIMINISH THE OFFICE'S EFFECTIVENESS.

I ENCOUNTERED NO SPECIAL OR UNUSUAL PROBLEMS DURING THIS RATING PERIOD. THE WORK ENVIRONMENT CONTINUES TO BE A PROBLEM IN THAT LONG SEPARATIONS FROM MY FAMILY, EXTREME CHANGES IN LIVING CONDITIONS, AND THE HECTIC WORK PACE ARE BEGINNING TO WEAR ON ME MENTALLY AND PHYSICALLY. THESE HARDSHIPS ARE EASIER TO BEAR, THOUGH, AS I SEE REAL IMPROVEMENTS RESULTING FROM MY EFFORTS.

III. EVALUATION OF PERFORMANCE

A. GENERAL APPRAISAL (CHECK ONE)

PERFORMANCE WAS EXCELLENT.

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B. DISCUSSION OF WORK PERFORMANCE (INCLUDING JUSTIFICATION OF RATING GIVEN ABOVE)

AN INSPECTOR WHO WORKED CLOSELY WITH MR. MCCLURE DURING THE INSPECTION OF FOUR CONSULAR POSTS IN MEXICO MADE THE FOLLOWING OBSERVATION: "DURING MY OVER TWO MONTHS ASSOCIATION WITH MR. MCCLURE, I WAS HIGHLY IMPRESSED BY HIS ALL-AROUND PROFESSIONALISM, CHARACTER, INTEGRITY, MATURITY, AND ABILITY TO RELATE TO PEOPLE -- WHETHER OLDER OR YOUNGER, CAREER OFFICERS OR STAFF. I DEPENDED HEAVILY UPON HIS JUDGMENT, DRAFTING ABILITY, KNOWLEDGE OF HIS MAJOR FIELD OF EXPERTISE, AS WELL AS AD HOC ASSIGNMENTS, SUCH AS CONSULAR WORK, TO WHICH HE HAD ONLY BEEN marginally EXPOSED PREVIOUSLY. I NEVER FOUND HIM WANTING, OR ANYTHING LESS THAN TOTALLY ON TOP OF EVERYTHING I ASKED HIM TO DO."

THE SENIOR INSPECTOR IN MEXICO CITY NOTED THAT "MR. MCCLURE'S PARTICIPATION IN OUR TEAM MEETINGS WAS CHARACTERISTICALLY ALERT AND HELPFUL. HE RAISED SOME GOOD QUESTIONS AND MADE PERTINENT SUGGESTIONS ABOUT THE METHODOLOGY AND PROGRESS OF THE INSPECTION. HE DISPLAYED SHARP CRITICAL JUDGMENT, TEMPERED BY A SYMPATHETIC AND REALISTIC UNDERSTANDING OF HUMAN FOIBLES, DISAPPOINTMENTS AND FRUSTRATIONS. ... MR. MCCLURE IS PROPERLY CONCERNED WITH THE NITTY-GRITTY SIDE OF HIS INSPECTION RESPONSIBILITIES AND HAS A GOOD EYE FOR THE SMALL DETAIL SUGGESTING THAT SOMETHING IS OUT OF KILTER IN THE OPERATION. AT THE SAME TIME HE FOCUSES ON THE OVERALL MANAGEMENT OF THE ORGANIZATION AND HAS A KEEN SENSE OF HOW WELL PERSONNEL, BUDGETARY, AND OFFICE SPACE RESOURCES ARE BEING UTILIZED AND FITTED INTO PLANNING." AN FSO-2 INSPECTOR WHO WORKED WITH MR. MCCLURE DURING THE INSPECTION OF THE DEPARTMENT'S PASSPORT OFFICE NOTED THAT: "DESPITE THE LIMITED PERIOD OF TIME I HAD TO WORK WITH MR. MCCLURE, I FOUND HIM TO BE AN IMPRESSIVE OFFICER. HE IS 'SHARP' INTELLECTUALLY; HE APPEARS TO HAVE THE KNACK OF GETTING QUICKLY TO THE HEART OF A PROBLEM AND

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OF DEVELOPING, ALSO QUICKLY, A LOGICAL AND SOUND APPROACH TO ITS SOLUTION."

MY OWN EXPERIENCE WITH MR. MCCLURE SUBSTANTIATES THE FOREGOING COMMENTS WHICH CHARACTERIZE HIS WORK AS THOROUGHLY PROFESSIONAL AND OF UNUSUALLY HIGH QUALITY. MR. MCCLURE WAS A MEMBER OF A FIVE-MAN TEAM UNDER MY DIRECTION DURING

THE INSPECTIONS OF SPAIN AND PORTUGAL. HE PARTICIPATED AS A SUB-TEAM MEMBER IN EVALUATING CONSTITUENT POSTS AT SEVILLE, BILBAO, AND OPORTO. ON HIS OWN, HE INSPECTED THE CONSULAR AGENCY AT MALAGA. I FOUND MR. MCCLURE TO BE DEDICATED, ENTHUSIASTIC, VERY HARD-WORKING, IMAGINATIVE, AND FORTHRIGHT. HE IS THOROUGHLY COMPETENT TO INSPECT ADMINISTRATIVE OPERATIONS AND DID VERY WELL IN EVALUATING CONSULAR WORK DESPITE THE LACK OF FORMAL TRAINING IN THIS AREA. HE ORGANIZES HIS TIME EXCEPTIONALLY WELL, PLANNING

HIS WORK AHEAD, ESTABLISHING PRIORITIES FOR INTERVIEWING AND DRAFTING, AND MEETING DEADLINES WITHOUT FAIL.

MR. MCCLURE HAS EXCELLENT MANAGEMENT SENSE. WHILE CONCENTRATING ON ADMINISTRATIVE WORK AT AN EMBASSY, FOR EXAMPLE, HE ALSO QUICKLY REACHES AN ASSESSMENT OF MISSION OPERATIONS AS A WHOLE, AND IS, THEREFORE, ABLE TO RELATE AND EVALUATE WHAT HE FINDS IN THE ADMINISTRATIVE AREA TO THE BROADER PURPOSES OF EMBASSY OPERATIONS. HE IS AN EXCELLENT JUDGE OF CHARACTER. I PARTICULARLY VALUED HIS CONTRIBUTIONS TO THE TEAM'S ASSESSMENTS OF FRONT OFFICE MANAGEMENT AND EMBASSY OPERATIONS IN THEIR ENTIRETY. HE MADE MANY USEFUL SUGGESTIONS TO THE TEAMS ON OVERALL ASSESSMENT OF THE US GOVERNMENT ACTIVITIES IN SPAIN AND PORTUGAL. HE HAS A SHARP MIND AND AN EXACTING SET OF STANDARDS IN APPLYING JUDGMENT, ALONG WITH A SENSE OF

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FAIRNESS COMBINED WITH THE COURAGE AND INTEGRITY TO UNFLINCHINGLY CHARACTERIZE A SITUATION AS HE SEES IT.

C. SKILLS (FOR FURTHER DISCUSSION WHERE RELATED TO THE OFFICER'S WORK)

1. EFFECTIVENESS OF COMMUNICATION (WRITTEN AND ORAL EXPRESSION, PUBLIC SPEAKING, FOREIGN LANGUAGE FACILITY, ETC.)

THREE INSPECTORS WHO HAVE COMMENTED ON MR. MCCLURE'S WRITTEN WORK HAVE ALL HAD PRAISE FOR HIS CLEAR AND SUCCINCT DRAFTING. ONE OF THEM HAS CHARACTERIZED HIM AS "SPARE" IN HIS WRITING. MR. MCCLURE, EVEN IN HIS FIRST DRAFTS OF INSPECTION MEMORANDA, WRITES LUCIDLY. HE ORGANIZES HIS THOUGHTS WELL, STICKS TO WHAT IS RELEVANT, AND PRESENTS MATERIAL PERSUASIVELY, THEREBY LENDING WEIGHT TO HIS CONCLUSIONS AND RECOMMENDATIONS. I ADMIRE THE "SPARE" QUALITY IN HIS WRITING AND BELIEVE THIS CHARACTERISTIC IDEALLY SUITED TO THE PRECISION AND CLARITY REQUIRED IN WRITTEN FINDINGS OF AN INSPECTOR. MR. MCCLURE EXPRESSES HIMSELF WELL ORALLY, SOMETIMES PERHAPS A LITTLE BLUNTLY. HE WAS

EXTREMELY EFFECTIVE IN BRIEFING AMBASSADORS IN SPAIN AND PORTUGAL ON HIS FINDINGS AND CONCLUSIONS.

2. PERSONAL RELATIONS (INCLUDE COMMENT ON EFFECTIVENESS WITH BOTH AMERICANS AND FOREIGNERS AND ON REPRESENTATIONAL ACTIVITIES; ALSO ON FAIRNESS IN RELATIONS WITH OTHERS AND ON ANY EVIDENCE OF BIAS OR DISCRIMINATION.)

MR. MCCLURE RELATES WELL AND EASILY TO AMERICANS AND FOREIGNERS ALIKE. HE IS INSTINCTIVELY COURTEOUS AND THOUGHTFUL. HE IS AN EFFECTIVE INTERVIEWER. HIS PERSONAL

CHARACTERISTICS OF MODESTY, COMBINED WITH SELF-CONFIDENCE ABOUT HIS PROFESSIONAL ABILITIES, MAKE HIM AN UNUSUALLY UNCLASSIFIED

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EFFECTIVE CONTRIBUTOR DURING SESSIONS WITH SENIOR EMBASSY AND DEPARTMENTAL PERSONNEL. I HAVE DETECTED NO SIGN OF BIAS OR DISCRIMINATION IN HIM.

3. MANAGERIAL ABILITY (INCLUDE COMMENT ON THE OFFICER'S EFFECTIVENESS IN ORGANIZING AND PLANNING HIS OR HER OWN WORK, IN SUPERVISING AND TRAINING OTHERS, IN DEVELOPING AND GIVING RECOGNITION TO THE TALENTS OF OFFICERS SUPERVISED, AND OVERALL LEADERSHIP IN POLICY DIRECTION OR EXECUTIVE MANAGEMENT; COMMENT, WHERE APPROPRIATE ON FURTHERANCE OF EQUAL EMPLOYMENT OPPORTUNITY.)

AN INSPECTOR MUST FIRST AND FOREMOST HAVE GOOD MANAGEMENT SENSE. MR. MCCLURE WAS CALLED UPON TO REACH SOPHISTICATED EVALUATIONS OF THE MANAGEMENT OF THREE LARGE EMBASSIES, A NUMBER OF CONSULAR POSTS, AND THE PASSPORT OFFICE DURING THE RATING PERIOD. HIS PERCEPTIONS SHOWED GREAT INSIGHT AND WERE ON THE MARK. HE ORGANIZED HIS OWN WORK AND TIME UNUSUALLY WELL. HE RELATED VERY EFFECTIVELY TO SECRETARIES ASSISTING US IN THE PREPARATION OF TEAM REPORTS. WHEN HE CAME ACROSS SIGNIFICANT MISMANAGEMENT OF A BUDGET AND FISCAL SECTION OF ONE OF THE EMBASSIES WE VISITED, HE NOT ONLY DIAGNOSED THE PROBLEM CORRECTLY, BUT, BY WORKING WITH THE ADMINISTRATIVE OFFICER, DEvised A RESTRUCTURING OF THE UNIT AND ELIMINATED THE MANAGEMENT DIFFICULTIES THAT WERE CRIPPLING ITS WORK. THIS ACTION WAS NOTED AND ESPECIALLY APPRECIATED BY THE AMBASSADOR.

4. EFFECTIVENESS AND CANDOR AS A RATING OFFICER.

I HAVE READ AT LEAST HALF A DOZEN INSPECTOR'S EVALUATION REPORTS PREPARED BY MR. MCCLURE. HIS EXCELLENT DRAFTING STANDS HIM IN GOOD STEAD IN PREPARING FULL, CANDID, AND UNCLASSIFIED

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ACCURATE PORTRAYALS OF INDIVIDUALS AND THEIR WORK ENVIRONMENTS IN THESE REPORTS. HE HAS NOT HESITATED TO CRITICIZE, BUT I HAVE ALWAYS FOUND HIS CRITICISMS RELEVANT AND APPROPRIATE.

5. TECHNICAL ABILITY (SPECIALISTS' SKILLS IN MACHINES, SYSTEMS, PROCEDURES, SECRETARIAL WORK, ETC.)

N.A.

D. THE QUALITY OF THE WORK PERFORMANCE WAS REVIEWED WITH THE RATED OFFICER DURING THE COURSE OF THE RATING PERIOD. DATES OF SIGNIFICANT DISCUSSIONS:. DESCRIBE BRIEFLY THE TENOR OF THESE DISCUSSIONS AND THE RATED OFFICER'S

RESPONSE.

DURING THE FOUR MONTHS MR. MCCLURE AND I WORKED TOGETHER, WE WERE IN DAILY TOUCH WITH EACH OTHER. WE OFTEN DISCUSSED HIS WORK IN THE CONTEXT OF OUR INSPECTIONS. IN TEAM MEETINGS WE DISCUSSED EACH OTHER'S WORK AT GREAT LENGTH. MR. MCCLURE WAS ALWAYS RESPONSIVE TO GUIDANCE.

IV. EVALUATION OF POTENTIAL

A. CHECK ONE:

OFFICER IS A PRIME CANDIDATE FOR RAPID ADVANCEMENT TO REFLECT THE COMPETENCE ALREADY ESTABLISHED AND DEMONSTRATED GROWTH CAPACITY.

B. DISCUSSION OF POTENTIAL (JUSTIFY YOUR CHOICE ABOVE. STATE THE QUALITIES OF THE WORK PERFORMANCE THAT BEST DEMONSTRATE A CAPACITY FOR GROWTH AND ADVANCEMENT, OR THE LACK THEREOF, AND SUPPORT WITH EXAMPLES.)

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THE SENIOR INSPECTOR DURING THE MEXICAN INSPECTION STATED THE FOLLOWING: "I CONTINUE TO BE IMPRESSED BY MR. MCCLURE'S CAREER POTENTIAL. HIS WILLINGNESS AND ABILITY TO ACCEPT BROADER RESPONSIBILITIES IS ONE INDICATION. ANOTHER IS HIS ABILITY TO STAY ABREAST OF MAJOR DEVELOPMENTS IN THE INSPECTION PROCESS OUTSIDE OF HIS OWN FIELD AND TO MAKE CONSTRUCTIVE COMMENTS AND SUGGESTIONS." THE INSPECTOR

WORKING WITH HIM EVALUATING THE PASSPORT OFFICE SAID OF MR. MCCLURE THAT "I WOULD HOPE THAT HIS UPCOMING ASSIGNMENTS WILL BE INCREASINGLY BROADLY BASED TO EXPLOIT WHAT APPEAR TO BE HIS SOLID INTELLECTUAL CAPABILITIES. CERTAINLY, HE COULD HANDLE WELL ANY JOB WHERE MAJOR DRAFTING OR SUPERVISORY EDITORIAL SKILLS ARE REQUIRED."

I BELIEVE MR. MCCLURE IS A VERY PROMISING OFFICER WHO HAS ALREADY DEMONSTRATED HIS ABILITY TO PERFORM EFFECTIVELY AT THE CLASS 3 LEVEL. HIS STRONG POINTS ARE MANAGEMENT SENSE, BREADTH OF INTELLECT, EXCELLENT DRAFTING SKILLS, AND A GOOD UNDERSTANDING OF HUMAN NATURE AND BEHAVIOR.

C. IF THE RATING OFFICER'S CHOICE IN IV-A INDICATES A CAPACITY FOR GROWTH AND ADVANCEMENT, THE FOLLOWING MUST BE COMPLETED. OFFICERS WHO ARE EXPECTED EVENTUALLY TO ASSUME GREATER RESPONSIBILITIES SHOULD BE MADE AWARE OF AREAS WHERE THEY SHOULD CONCENTRATE THEIR EFFORTS TO IMPROVE. BASED ON YOUR OBSERVATION OF THE OFFICER IN HIS OR HER PRESENT POSITION, SPECIFY AT LEAST TWO AREAS IN WHICH HE OR SHE MIGHT BEST DIRECT SUCH EFFORTS. JUSTIFY YOUR CHOICE.

(THE RESPONSE IS NOT TO BE DIRECTED TO NEED FOR FORMAL TRAINING, WHICH IS TO BE ADDRESSED IN IV-D BELOW.)

I AGREE WITH TWO OBSERVATIONS MADE BY THE SENIOR INSPECTOR
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AT MEXICO CITY CONCERNING AREAS FOR DEVELOPMENT AND IMPROVEMENT.

IN ORDER TO STRENGTHEN MR. MCCLURE'S ALREADY VALUABLE CONTRIBUTIONS TO INSPECTION REPORTS AS A WHOLE, HE SHOULD SYSTEMATICALLY BROADEN HIS KNOWLEDGE OF ALL MAJOR FOREIGN SERVICE ACTIVITIES. I BELIEVE HIM FULLY CAPABLE OF DOING SO.

WITH THE OTHER INSPECTORS, I HAVE NOTICED A TENDENCY ON MR. MCCLURE'S PART TOWARD IMPATIENCE ON OCCASIONS WHEN HE IS CRITICAL OF THE WORK OF OTHERS. THIS STEMS FROM HIS DESIRE TO SEE THINGS GO RIGHT AS WELL AS FROM THE HIGH STANDARDS HE BRINGS TO HIS JUDGMENTS. NEVERTHELESS, IMPATIENCE WHICH TAKES THE FORM OF A BLUNT REMARK IS IN MOST CASES SOMETHING THAT SHOULD BE RESTRAINED.

D. (L) IF FORMAL TRAINING IS CONSIDERED LIKELY TO IMPROVE PRESENT PERFORMANCE OR TO DEVELOP CAPABILITIES, STATE THE SUBJECTS OR COURSES OF STUDY NEEDED AND THE SPECIFIC PURPOSES OF EACH. (2) SUGGEST POSITIONS TO WHICH YOU THINK THE OFFICER CAN REALISTICALLY ASPIRE WITHIN FIVE YEARS.

MR. MCCLURE HAS TALKED TO ME ABOUT HIS INTEREST IN BROADEN-
ING HIS UNDERSTANDING OF FOREIGN SERVICE OPERATIONS. HE
WOULD LIKE, FOR EXAMPLE, TO TAKE THE "CONGEN ROSSLYN"
CONSULAR COURSE AT FSI. I SUPPORT THIS. HE IS TAKING
EARLY MORNING SPANISH CLASSES T FSI DUE TO A PARTICULAR
INTEREST IN LATIN AMERICA. THIS IS COMMENDABLE AND SHOULD
BE REPLACED BY FORMAL LANGUAGE TRAINING IF AND WHEN
MR. MCCLURE IS ASSIGNED ABROAD.

ON COMPLETION OF HIS TOUR IN S/IG, I STRONGLY RECOMMEND
MR. MCCLURE FOR ASSIGNMENT AS AN ADMINISTRATIVE OFFICER AT
A LATIN AMERICAN POST. IT WOULD PROBABLY BE PREFERABLE TO
ASSIGN HIM AS A SECOND RANKING OFFICER AT A LARGE EMBASSY
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RATHER THAN STARTING HIM OFF AS THE RANKING ADMINISTRATIVE
OFFICER AT A SMALL POST. IN THE DEPARTMENT, HE COULD
PERFORM WELL AT THE CLASS 3 LEVEL IN A OR ONE OF THE
BUREAU EXECUTIVE OFFICES.

3. END TEXT. CHRISTOPHER

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